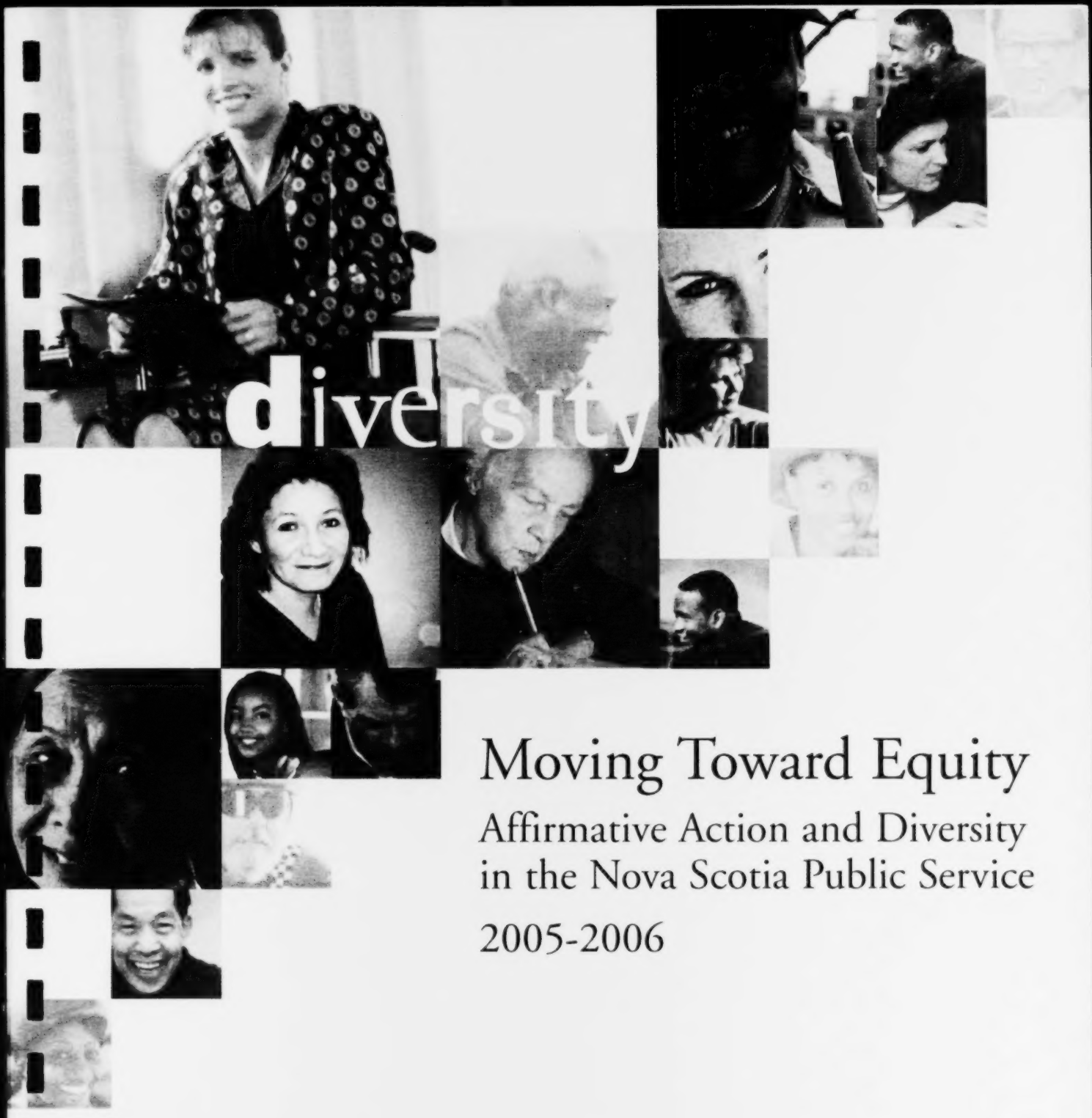

Moving Toward Equity

Affirmative Action and Diversity in the Nova Scotia Public Service

2005-2006

through people

NOVA SCOTIA
Public Service Commission

2008-03204/

Message from the Minister

It is my pleasure to present the 2005-2006 report on affirmative action and diversity within the Nova Scotia public service.

This report provides an overview of our progress during this reporting year, our plans for 2006-07, and a reaffirmation of this government's commitment to become a public service that values diversity and that is representative, at all levels, of the people we serve.

While we recognize and celebrate our achievements, we also recognize that much more work is necessary if our public service is to achieve these important policy objectives.

Workforce diversity can do more than prevent discrimination and increase employment opportunities to under-represented groups, it can increase organizational effectiveness. Workforce diversity encompasses our capacity for learning, creativity, flexibility, organizational and individual growth, and our ability to adjust rapidly and successfully.

I welcome all Nova Scotians to take some time to discover what government is doing to create opportunity for people in designated groups, such as, Aboriginal People, Persons with Disabilities, African Nova Scotians, Other Racially Visible People, and Women in under represented or non-traditional occupations.

I would like to thank all departments, agencies, boards and commissions for the progress that has been made over the past year and for their commitment to our corporate goal of becoming a diverse workforce. This commitment will not only help us identify and eliminate employment barriers, it will help us become a more effective and responsive public service for the citizens we serve.

Sincerely,

Ernest L. Fage
Minister of Human Resources

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1. Introduction

The Government of Nova Scotia is committed to providing a workplace that is free of discrimination and promotes equality of opportunity for all people. This commitment recognizes fairness and equity as cornerstones of human resource management in the public service. Fairness and equity help ensure that staffing decisions, access to training, and other opportunities are based on merit, and that no one is excluded for reasons unrelated to qualifications.

The Government of Nova Scotia knows the more diverse Nova Scotia becomes, the stronger it becomes. To this end, the Government of Nova Scotia is committed to increase the diversity of the public service to ensure that government better represents the people it serves. As well, the Nova Scotia public service must be a welcoming and respectful workplace and be seen as an employer of choice by all citizens, particularly those citizens who have faced significant employment disadvantages simply because of their gender, race, color, or disability. Everyone must be included as we seek to make our contribution to a "healthy, self-sufficient, and prosperous Nova Scotia."

While we recognize and celebrate the progress we have made, we also recognize that much remains to be accomplished if our public service is to achieve these important policy objectives. In 2004-05, the government of Nova Scotia developed its Corporate Human Resource Plan and has as one of its five goals, "to be a diverse workforce." The plan outlines the underlying values that will guide our approach to public service delivery and the foundation for human resource initiatives and strategies over the next several years. These values are: respect, integrity, diversity, accountability, and the public good.

The keys to success include accountability, building strong partnerships with our communities, fostering a corporate culture that values diversity and supporting departments as they make Affirmative Action an integral part of their business planning. This report describes our progress over the past year (2005-06) and government's plans to ensure that we are a public service that values diversity and is truly representative, at all levels, of the people we serve.

2. *The Corporate Human Resource Plan*

The development and adoption of a corporate human resource plan, based on broad dialogue with citizens and public servants, provides the impetus for a renewed diversity initiative within the public service. This plan provides a blueprint for human resource planning up to 2010. The plan also provides the rationale, mandate, and accountability for the development of a public service that reflects the citizens it serves, and has the competencies to ensure there is a corporate culture that values diversity and is welcoming to all persons.

2.1 Our Corporate HR Strategic Goals

The corporate human resource plan has five goals. Each goal is further defined by specific objectives and strategies. The plan also begins to identify measures of success, which will evolve as the plan is implemented and tested over the next several years. The corporate human resource strategic goals are:

- To make a difference through a skilled, committed, and accountable public service;
- To be a preferred employer;
- To be a safe and supportive workplace;
- To be a diverse workforce;
- To be a learning organization.

In order to become a diverse workforce we must:

- be an organization that values diversity.
- be representative of the people we serve.

2.2 Becoming An Organization That Values Diversity

In the corporate human resource plan one key objective, in support of our goal to be a diverse workforce states:

> *"To expand the public service focus on employment equity and affirmative action to a broader "valuing diversity" philosophy and culture and to ensure that this focus is reflected in our workforce."*

This means Government will continue to work to create an environment of fairness, equality, and mutual respect and understanding in the public service for all employees regardless of their race, ancestry, place of origin, colour, ethnic origin, mental or physical disability, spiritual beliefs, gender, sexual orientation, age, marital status, family status, religious affiliation, or socio-economic status.

Government's objective is to create a public service that:

- is a model employer that values diversity as an organizational strength;
- identifies and removes barriers of racism and discrimination that exclude or disadvantage employees or applicants;
- is an inclusive organization;
- is a learning organization that supports the development of all its employees;
- has developed and maintained strong partnerships with communities;
- has employees with the cultural sensitivity and competency to provide excellent services to all citizens; and
- holds itself accountable for this vision.

2.3 Becoming Representative of the People We Serve

A second key objective in the Corporate Human Resource plan states:

> *"To increase the number and distribution of employees from designated groups each year for the next five years."*

In order for the Nova Scotia public service to develop a culture that values diversity we must be an organization that is representative, at all levels, of the people we serve. We must be an organization that supports affirmative initiatives. In order that those who have historically been excluded from employment and promotion are equitably represented throughout our Public Service.

Government's objective is a public service that:

- is representative, at all levels, of the people it serve;
- has achieved employment equity for Women in non-traditional roles, Aboriginal Persons, African Nova Scotians and Other Racially Visible Persons and Persons with Disabilities;
- proactively recruits applicants who are members of the designated groups;
- proactively provides developmental opportunities for employees from the designated groups;
- has a corporate culture that helps retain skilled members of the designated groups;
- has representatives of the designated groups equitably distributed in all occupations and pay levels; and
- holds itself accountable for our support for diversity and our affirmative action goals.

3. *Profile of the Nova Scotia Public Service*

It is the responsibility of the Public Service Commission to provide departments and agencies with information on the profile of their organization and to provide information on the representation of the designated groups in our province.

All newly hired employees with the Nova Scotia public service are provided with, and are encouraged to complete, a voluntary workforce self-identification survey. All information is maintained electronically on the SAP Human Resource system, so that retirements, transfers, promotions, etc., are tracked.

In 2005-06, a revised self-identification survey instrument was tested at the Public Service Commission and in the upcoming year this survey instrument will be made available to all departments and agencies.

3.1 2005-06 Designated Group Representation

Table A provides a snapshot of the profile of the Nova Scotia public service as of March 31, 2006. In total 7.7 per cent of public servants have identified themselves as being a member of a designated group. While we recognize we have work to do this does show a modest increase from 2004-05 when the percentage representation was 7.2 per cent.

The Table also shows the number of designated group members in Nova Scotia who are working age from the 2001 Census, which is the most recent information available. The Table also shows those who are considered to be in the labour force based on the government of Canada's employment equity definitions. (Tables for the Canadian Population are contained in the 2001 Employment Equity Data Report. For URL Please see Appendix 1.)

Table A:

Group	**Working Age (per cent of working age NS Population)**	**# in Labour Force**	**# in Public Service**
Aboriginal Persons	10,940 (1.6 %)	7755 (1.6%)	62 (0.6%)
African Nova Scotians & Other Racially Visible Persons	22,600 (3.4%)	16045 (3.3%)	327 (3.0%)
Persons with Disabilities	87,310 (13.4 %)	32820 (6.8%)	450 (4.1%)
Sub-Totals	**120,850 (18.0 %)**	**56620 (11.7%)**	839 (7.7%)
Women	337,127 (50.2 %)	230740 (47.5%)	5670 (52%)

****Note - Table A:** These figures are based on federal employment equity definitions. (Appendix 1) For Aboriginal Persons, African Nova Scotians, Other Racially Visible People, and Women they are counted as being in the labour force if they are over 15 years of age and had

worked in either 2000 or 2001. For Persons with Disabilities, the figure is based on the federal employment equity definition of disability and they must be a person between the ages of 15 and 64 and must have worked sometime between 1996 and 2001. (Tables for the Canadian Population contained in the 2001 Employment Equity Data Report - for URL See Appendix 1).

3.2 Career Advancement

The public service strives to be representative of our communities at all levels of the organization. One measure of how we are doing is to look at the designated groups distribution in the Management Compensation Plan (MCP).

Table B: MCP Levels of Designated Groups in Civil Service (2006)

MCP Level	Number (percent) of Designated Groups in MCP positions by level	Number of Women (per cent) in MCP positions by level	Total
Level I (Up to MCP 19)	39 (8.3 %)	272 (57.3%)	475
Level II (MCP 20-23)	21 (4.9%)	184 (43.3 %)	425
Level III (MCP 24-27)	11 (5.3 %)	73 (34.9 %)	209
Level IV (MCP 28-35)	9 (6.3 %)	55 (38.5 %)	143
Totals	**80(6.4%)**	**584 (46.6 %)**	***1,252**

***Note:** Total head count of 1,252 in MCP Group reported by SAP April 1, 2006.

It is instructive to note that in 1993, the date of the first work-force survey in the Nova Scotia civil service, women occupied only 30 per cent of MCP positions with the Nova Scotia public service. Overall, the Nova Scotia public service has made comparatively good progress in this area with 47per cent of MCP (management/professional positions) held by women.

While we are making progress, we need to do better. Certainly, the affirmative measures underpinning our leadership development programs will help, but we must engage designated group members to help identify the barriers they are facing in their career development needs, interests, and opportunities. In 2005-06 of the 244 Public Servants that attended leadership development training 116 were women.

4. 2005-06 Progress Report

By drawing on the talents, experiences and points of view of an increasingly diverse workforce, the public service will be able to provide better quality programs and services that more effectively address the needs of all Nova Scotians.

Over the past year, departments, agencies, boards and commissions have been working to implement action plans that were developed to guide their efforts over the next several years to achieve the goal of becoming a public service that represents the people it serves.

4.1 Affirmative Action Plans and Progress Reports

Twenty-nine departments, agencies, boards and commissions submitted Progress Reports for 2005-06 and updated three-year Affirmative Action Plans, for 2006-09. See Appendix 2.

The following are just a few examples that recognize the positive work throughout the public service in 2005-06.

Health Promotes Cultural Competence
The Department of Health has been a leader in its approach to building cultural competence as an integral component of primary health care delivery in Nova Scotia. The "Diversity and Social Inclusion in Primary Health Care Initiative (2003-06)" has resulted in the development of cultural competence guidelines and tools for primary health care providers.

Cultural competence is a set of "congruent behaviours, attitudes, and policies that come together in a system, agency, or among professionals that enables the system or professionals to work effectively in cross-cultural situations."

This work has helped inform the Department's three-year Affirmative Action plan which states: "The department's plan incorporates the construction of a culturally competent health system so that those involved in policy making and health service provision will be required to build cultural competence as an essential aspect of their employment."

Education Builds on Racial Equity Policy
In 2005-06 The Department of Education continued to deliver school based in-servicing relating to the implementation of the Racial Equity Policy. The in-servicing which brought together teams of educators, focused on providing resources and professional development relating to curriculum, assessment, instructional practices, guidance and the school environment. The resources and professional development content and activities were geared toward teachers and administrators.

The next phase of implementation will focus on a review and revision of policies and practices at the department and board level. Also, as a means to share research and showcase the work in Nova Scotia and across the country, a Race Relations, Cross-Cultural Understanding, and Human

Rights Conference is planned for spring 2007.

In addition, the Human Resource Corporate Service Unit for both the Department of Education and Tourism, Culture and Heritage has developed the "Foundations for Management" website. This is a best practice resource for managers and it was developed incorporating diversity principles as an inherent component of the tool.

Public Prosecution Service Continues to Promote Diversity
The Public Prosecution Service continues to advance work on the development of an action plan through its equity and diversity sub-committee of its management committee. As part of its overall human resource strategy, the Public Prosecution Service is working to ensure that all employees receive diversity and employment equity training as mandated by the provincial government policy.

A key component of the Service's affirmative action strategy is its ongoing support for the Indigenous Blacks and Mi'kmaq Initiative at the Dalhousie Law School. The Public Prosecution Service hires a first-year or second-year summer student and in cooperation with the provincial Department of Justice, an articled student is drawn from those graduating from Dalhousie Law School.

The Management Committee of the Public Prosecution Service will shortly consider a draft equity workplace policy which has been developed by the Service's Equity and Diversity subcommittee. Further, representatives of the Public Prosecution Service have met with the Law Program for Indigenous Blacks and Mi'kmaq to explore how the public service might enhance its support for that program.

Resources HR-CSU Supports Staff Education In Diversity:
The Resources HR Corporate Services Unit and their client departments (Natural Resources, Environment and Labour, Agriculture, Fisheries, and Energy) spent considerable effort in ensuring their workforce gained an understanding of diversity through the direct purchase of training for their staff. In total, 250 employees attended either Diversity and Employment Equity Training or Aboriginal Perceptions Training in 2005-06.

Correctional Services Equity Committee
In 2003 - 2004, the Correctional Services Division of the department of Justice, participated in an Employee Systems Review. This was a review of the employment policies and practices used in recruitment, compensation, management and development of human resources within the division. Progress has been made on the recommendations and a key component of fostering a more welcoming and supportive climate has been through the work of the Correctional Services Equity Committee. This committee works to promote sensitivity to the equity and program needs of offenders and staff in relation to gender, religion, culture, race and abilities. The committee also recommends strategies for the recruitment, training and career development of staff with particular sensitivity to gender, religion, culture, race and disabilities.

Public Service Commission Pilot Tests Self-Identification Survey
The Public Service Commission developed and pilot-tested a revised voluntary self-identification survey in 2005-06. The pilot test was very successful and it included an on-line, confidential, self-identification survey, an improved web-site that encourages employees to self-identify and a revised self-identification form that can be used in employee orientation kits and folders. The address for the on-line survey is www.gov.ns.ca/psc/workforcesurvey/. In addition, the PSC developed and printed three promotional brochures: "Valuing Diversity and Affirmative Action in the Nova Scotia Public Service," "The Diversity Talent Pool" and "The Diversity Accommodation Fund."

In summary, departments, agencies, boards and commissions reiterated their commitment to affirmative action and diversity in the Nova Scotia public service. Within their 2005-06 progress reports all departments, agencies, boards and commissions indicate their willingness to foster a culture that values diversity and are committed to building a public service that is representative of the people we serve.

4.2 The Diversity Round Table

The Diversity Round Table, established in 2005, is an interdepartmental forum whose purpose is to support and promote the corporate human resources goal to be a diverse workforce by representing the community it serves and be a respectful and inclusive organization that recognizes diversity as its strength. The Diversity Round Table met monthly in 2005-2006.

Champions from several key government offices, agencies and departments agreed to participate and to work collaboratively developing ways to support the achievement of our corporate diversity objectives.

Champions and their supporting organizations participated on the Round Table in 2005-06. See Appendix 3.

In 2005-06, Round Table members worked collaboratively to build a Charter document which forms the basis for a Terms of Reference and scope for the Round Table.

The Round Table Charter mandates that it will achieve its purpose by:

- Ensuring that we have common understanding of diversity and what it means to be a culturally competent organization;
- Sharing information on what is happening across government including identification of best practices;
- Ensuring a coherent approach to diversity;
- Building momentum to create and enable change;
- Bringing expertise to the Round Table (individual experience, position/content expertise);
- Providing advice and feedback on developing initiatives and/or policies; and
- Providing a forum for key government agencies, and communities of interest to have a voice in policy development and initiatives.

The Round Table identified three key goals:

- to support strategies that will encourage a shift in the corporate culture to one that values diversity in all its forms;
- to develop tools and strategies to support the recruitment and retention of public servants from designated groups; and
- to establish policies and programs that represent best practices towards achievement of becoming a diverse workforce.

The Round Table approved its Charter and established three task teams to support its work: Communications, Policy, and Attraction and Retention.

4.3 Diversity Education

Diversity and Employment Equity Training

This introductory course is mandatory for all public servants. The program provides public servants with information regarding the benefits of diversity in the workplace. Through a variety of learning activities they increase personal and professional knowledge of diversity, and gain a clearer understanding of the interrelationships of ability, class, gender, and race. In 2005-06, two modules were made accessible to public servants who are deaf through the provision of sign language interpretation services and through the provision of an open-captioned television monitor.

Attendee's by Department from April 1, 2005 - March 31, 2006

Department	Attendees
Agriculture & Fisheries	3
Communications Nova Scotia	1
Community Services	25
Economic Development	2
Education	10
Environment & Labour	14
Finance	2
Health	20
Immigration	8
Justice	17
Natural Resources	9
Ombudsman's Office	1
Public Service Commission	5
Service Nova Scotia & Municipal Relations	13
Tourism, Culture & Heritage	1
Transportation & Public Works	10
Total	**141**

It should be noted that these totals only reflect those who booked the training directly from the corporate training calendar. In many cases departments and agencies purchased training directly for their staff. This is true for the example at departments served by Resources HR CSU's.

Aboriginal Perceptions
An understanding of the contemporary Aboriginal Community is essential to our work as government employees and individuals. This course is made available to provide public servants with a practical approach to working with Aboriginal People.

Attendee's by Department from April 1, 2005 - March 31, 2006

Department	Attendees
Communications Nova Scotia	2
Community Services	28
Education	3
Health	2
Justice	40
Natural Resources	3
Metropolitan Regional Housing Authority	1
Public Service Commission	3
Aboriginal Affairs	1
Service Nova Scotia & Municipal Relations	1
Environment & Labour	3
Tourism, Culture & Heritage	2
Nova Scotia Gaming Corporation	1
Health Promotion	1
Immigration	1
Transportation & Public Works	5
Total	**97**

These totals reflect those who used the corporate training calendar to book their training. Again, many departments, agencies, boards, and commissions directly booked Aboriginal Perceptions training for their staff.

4.4 Diversity Talent Pool

The diversity talent pool consists of résumés of pre-screened, qualified applicants within the designated groups who are seeking employment with the provincial government. The four designated groups are Women in under-represented or non-traditional positions, Aboriginal Persons, African Nova Scotians and Other Racially Visible Persons, and Persons with

Disabilities. The main goal of the talent pool is to help increase representation of the designated groups in the Nova Scotia public service through casual job placements. The secondary goal of the talent pool is to assist departments in their recruitment process to fill casual positions. And to give members of the designated groups Government experience in order to increase success in achieving full-time positions. In 2005-06 there were 34 positions filled through the Diversity Talent Pool.

The Public Service Commission has also been promoting the talent pool in Nova Scotian communities by making presentations to organizations that represent the designated groups and by attending career fairs and other opportunities to promote the diversity talent pool with community partners.

4.5 Summer Diversity Program

The Summer Diversity Program offers summer employment to qualified students in their chosen fields of study. This program is designed for students with disabilities, African Nova Scotians and Other Racially Visible students who attend university, community college, or a post-secondary trades school. In the summer of 2005, funding was available for ten positions.

Students that go through this program gain valuable experience in order to compete for permanent positions. For example, a diversity student employed by the Public Service Commission under this program in 2004, has recently secured a permanent position.

In 2005 the following departments or agencies hosted students: Agriculture and Fisheries, Communications Nova Scotia, Energy, Environment and Labour, Justice, the Office of the Ombudsman and the Protocol Office. Examples of positions included"Energy Education Program Officer," "Research Assistant" and "Media Monitoring."

4.6 Summer Female Mentorship Program

The Summer Female Mentorship Program provides opportunities for women enrolled in post-secondary education, who are pursuing careers in non-traditional occupations to gain career relevant experience. The program provides the opportunity for participants to work with a female management employee in their chosen field. This program places full-time female university and community college or trade school students in fields related to their education where women are under-represented.

In 2005 the following Departments or Agencies hosted students: Agriculture and Fisheries, Education, Energy, Environment and Labour, Finance and Natural Resources. Positions included "Assistant Forestry Technician," "Wildlife Intern," "Actuarial Assistant," and "Conservation Biology Intern."

4.7 The Diversity Accommodation Fund

In 2005-06, following consultation with the Diversity Round Table and all seven Human Resource Corporate Services Units, guidelines were developed for the Diversity Accommodation Fund. The fund provides a mechanism for departments, agencies, boards, and commissions to support and accommodate employees with disabilities.

In 2005-06, approximately $29,000 was provided to several departments and agencies in support of public servants with disabilities from the fund.

Some examples where funding was used to accommodate staff:

- an FM portable assistive listening device for an employee who is hard of hearing;
- a portable, talking hand-held computer for an employee who is blind;
- a document scanning and filing device for an employee who, because of a physical disability, is prevented from accessing a central filing system;
- interpreter services for employees who are deaf; and
- other miscellaneous aids and devices that ensure reasonable accommodation is provided to public servants with disabilities.

5. Conclusion

Our goal to become a diverse workforce will ultimately become less about what we should do and more about who we are as a public service. The upcoming year will require the continued commitment of Government to increase our efforts in building a representative and culturally competent public service.

Through their diversity action plans departments, agencies, boards, and commissions will continue to foster a corporate culture that values diversity and ultimately improve the representation of the designated groups. We are pleased with the progress we made in 2005-06, but we also know there is much to be done in the upcoming years.

The continued implementation of the Corporate Human Resource Plan will provide a framework through which the public service can address its needs of the future and reinforce values of respect, integrity, and diversity.

This year, under the diversity priority, the PSC will continue to improve the Diversity Talent Pool and ensure that diversity is a key element of other talent review and talent pool initiatives. The Commission will work to enhance corporate capacity of HR practitioners on best practices in recruitment and hiring for merit and diversity. The Commission will also support the design and implementation of Diversity Employment Initiatives with our partners and help Implement the revised Employee Self-Identification Survey to ensure our profile is accurate and up-to-date. The Affirmative Action Policy will be reviewed in 2006-07 to ensure it is reflective of best practice and responsive to today's realities in Nova Scotia.

There is a strong business case for diversity. Diversity can help us identify opportunities to achieve higher quality services for all citizens of Nova Scotia; to assist us attract, retain, motivate and utilize our human resources effectively; improve the quality of decision-making at all organizational levels; to be, and to be seen as, a preferred employer; and to be a leader that can influence by example.

We want to lead by example and we believe our goal to be a truly diverse workforce is achievable and all Nova Scotians will benefit.

Appendix 1 - References

Population demographics were taken from the 2001 Canadian Census as reported in the following documents/web sites:

- Human Resource and Skills Development Canada, "Tables for the Canadian Population contained in the 2001 Employment Equity Data Report," www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/lo/lswe/we/ee_tools/data/tables/annual/2001/CPT-tables.shtml&hs=wzp

- Participation and Activity Limitation Survey as reported by: Nova Scotia Disabled Persons Commission, "Persons with Disabilities in Nova Scotia - A Statistical Report 2004," www.gov.ns.ca/disa/publications.htm

- Nova Scotia Community Counts, http://www.gov..ns.ca/finance/communitycounts/default.asp

Appendix 2 - List of Departments with Action Plans and Progress Reports

Department/Agency	2005-06 Progress Report	3-Year AA Plan
Aboriginal Affairs	✔	✔
Acadian Affairs	✔	✔
Agriculture & Fisheries	✔	✔
Auditor General	✔	✔
Community Services	✔	✔
Communications Nova Scotia	✔	✔
Office of Economic Development	✔	✔
Education	✔	✔
Energy	✔	✔
Environment & Labour	✔	✔
Emergency Measures	✔	✔
Finance	✔	✔
Health	✔	✔
Health Promotion & Protection	n/a (combined with Health in 2005/06	✔
Intergovernmental Affairs	✔	✔
Immigration	✔	✔
Justice	✔	✔
Natural Resources	✔	✔
Office of the Ombudsman	✔	✔
Public Service Commission	✔	✔
Public Prosecution Service	✔	✔
Service Nova Scotia and Municipal	✔	✔
Status of Women	✔	✔
Tourism, Culture & Heritage	✔	✔
Transportation & Public Works	✔	✔
Treasury and Policy Board	✔	✔
Utility & Review Board, Motor	✔	✔
Voluntary Planning	✔	✔

Appendix 3 - Participants on the Round Table

- Ina Amirault, Acadian Affairs
- Patricia Gorham, Aboriginal Affairs
- Martha Brown, Nova Scotia Government and General Employees Union
- Gareth Drinnan, Transportation and Public Works/Canadian Union of Public Employees
- Lois Block, Department of Community Services
- Natasha Jackson, African Nova Scotian Affairs
- Sharon Davis-Murdoch, Department of Health
- Denise Moore, Advisory Council on the Status of Women
- Sylvia Parris, Department of Education
- Megan Edwards, Office of Immigration
- Peggy Tibbo-Cameron, Department of Tourism, Culture and Heritage
- Angela Poirier, Department of Justice
- Carl Weatherhead, Department of Natural Resources
- David Christianson, Tourism Culture and Heritage
- Linda Atkinson, Youth Secretariat
- Valerie White, Senior Citizen's Secretariat
- Anne MacRae, Disabled Persons Commission
- Dwight Bishop, Ombudsman
- John Whidden, Communications Nova Scotia
- Rita Fraser, Voluntary Planning
- Margaret MacDonald, Treasury and Policy Board
- Jane Allt, Public Service Commission
- Rhonda Walker, Public Service Commission
- Charlie Macdonald, Public Service Commission
- Lydia Adisenu-Doe, Public Service Commission
- Patti Pike, Public Service Commission
- Rick Nurse, Ex Officio, Public Service Commission